



**Corporation of the
Township of Esquimalt**

2007 - 2008 Strategic Plan

**Focussing on community priorities, the Township of
Esquimalt provides quality municipal services
through open and innovative leadership**



MESSAGE FROM MAYOR AND COUNCIL

The Mayor and Council of the Corporation of the Township of Esquimalt have been listening to residents as they have developed and articulated a vision for their community. In 2004, a broad group of citizens created a community vision statement, which was re-visited during the Official Community Planning Process from 2005 to 2006. In 2005, residents gave substance to their vision by electing seven people to Council, who support the principles of sustainability: a major underpinning of the community vision.

Council is presenting this strategic plan as a way of prioritizing action and focussing financial, staff, and volunteer resources to achieve their community's vision. This preliminary strategic plan identifies the following key community goals and early steps required to achieve these goals:

- 1. Ensure the Corporation of the Township of Esquimalt remains economically viable.**
- 2. Ensure Esquimalt accommodates growth in a manner that is sustainable, while maintaining its small town ambience.**
- 3. Protect and improve the health of our natural environment.**
- 4. Provide, encourage, and leverage development of facilities, amenities, and programming to enhance the health and quality of life for all residents.**
- 5. Ensure Esquimalt is recognized as an integral component of the Capital Region and the community actively participates in the region's destiny.**
- 6. Ensure Esquimalt is a safe community in which to live, work and play.**
- 7. Ensure Esquimalt's local government is open and communicative.**

Council intends to review and update this strategic plan over the next two years and to work with municipal staff to develop performance measures to ensure successful implementation.

Council welcomes feedback from community members about this strategic plan to ensure that it is a relevant, topical document.

Respectfully,

Mayor and Council
Corporation of the Township of Esquimalt



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The Township of Esquimalt's community vision, mission statement, organizational values, and commitment to sustainability principles provide the context for this strategic plan. These tools will guide Council and staff within the Township of Esquimalt in their daily work and in the achievement of strategic goals and objectives. They will also be used to gauge the success of initiatives outlined in this strategic plan.

VISION

Esquimalt is a diverse community, a desirable place to live, and an integral member of a larger region.

We encourage meaningful community participation and consultation to provide open and responsible decision-making. We enhance responsible economic opportunities and embrace sports, recreation, the arts, and the west coast lifestyle.

As we achieve the vision, we enhance our quality of life, enjoy health and safety, build upon our cultural heritage, revitalize our community, protect our natural environment, and foster our diversity.

MISSION STATEMENT

Focussing on community priorities, the Township of Esquimalt provides quality municipal services through open and innovative leadership.



ORGANIZATIONAL VALUES

The following organizational values will guide Council and staff as they work towards achieving strategic goals and realizing Esquimalt's community vision:

Openness – We are open and transparent with our information, process, and communication to our customers, community, the public, and one another, except where clearly prohibited.

Fiscal and Performance Accountability – We are accountable to our community, the Municipality, and our work teams for the work we do and taxpayer's money we spend. We do this through long term planning, setting measurable performance goals, performance reviews, and regular feedback about our work to our leaders, community, and customers. We value hard work and achievement of organizational goals.

Team Work – We work as members of team, understanding that individuals, divisions, and departments that work together achieve high quality results and provide exceptional service.

Respect – As public servants we treat all residents, customers, co-workers, and viewpoints with the respect that we would have accorded to ourselves.

Customer Service – We are in the business of providing exceptional service to our community, customers, and co-workers.

Integrity and Trust – We say what we mean and mean what we say. We honour our work and keep our commitments. We are worthy of the public's and each other's trust.

Innovation and Creativity – We strive for excellence as individuals and team members, and in the services that we provide to our community. We create a work environment in which we look for new solutions and experiment with innovative ways to work – even if they don't always succeed the first time. We recognize the need to be dynamic in meeting the community's changing needs. Each employee is given the opportunity to grow and develop.

Recognition – We recognize and are proud of achievements in the organization. We also recognize the need for balance in work and non-work as a value that will ultimately benefit our organization and the taxpayers of Esquimalt.

Stewardship – The work we do makes our community, the environment, and the world a better place to live for residents of today and future generations. We use our energy, skills, and resources to protect and nurture community assets for the greater good of all residents. We think and work locally, but our actions and results have global impact.



SUSTAINABILITY PRINCIPLES

According to the 1987 World Commission on the Environment, development is sustainable, “when it meets the needs of the present without compromising the ability of future generations to meet their own needs.”

The Council of the Township of Esquimalt supports the principles of economic, environmental, and social sustainability and understands that we, as a municipality, must be proactive to ensure that future generations have the same opportunities and quality of life that we enjoy today.

Council will work with community members to learn more about their respective roles in promoting community sustainability. Council will then adopt policies and initiatives to protect and improve the natural environment, while preserving economic opportunities and attaining social objectives.



Economic Viability

GOAL

Ensure the Corporation of the Township of Esquimalt remains economically viable.

OBJECTIVES

The municipality aims to:

- allocate adequate funding for core infrastructure
- provide appropriate service levels
- attract a growing tax base

PRIORITY ACTIONS

Action	Individual Responsible	Timeframe
➤ Undertake community satisfaction survey	Director of Corporate Services	2007 →
➤ Adopt life-cycle funding and benefit/cost analysis practices for infrastructure	Director of Engineering and Public Works	2008
➤ Assess capacity of infrastructure to accommodate growth and develop expansion plans where required	Director of Engineering and Public Works	2007/2008
➤ Review user pay opportunities such as development cost charges	Director of Development Services	2007/2008
➤ Review organizational practices to ensure consistent expectations for the development community	Director of Development Services	2007 →
➤ Complete marketing and information packages for prospective businesses and residents	Director of Development Services	2007
➤ Develop economic development initiatives priority list	Director of Development Services	2007
➤ Review economic development incentives in Community Charter	Director of Financial Services	2007
➤ Pursue senior government assistance and partnership opportunities for major infrastructure initiatives	Director of Engineering and Public Works	2007 →
➤ Develop a Human Resource Strategy to retain and attract a skilled workforce	Human Resource Manager	2007/2008



Economic Viability

PRIORITY ACTIONS (continued)

Action	Individual Responsible	Timeframe
➤ Examine the benefits and costs to performing work outside our boundaries	Director of Engineering and Public Works	2007
➤ Proactively protect Class 4 taxation and Federal Payment in lieu of tax revenues	Director of Financial Services	2007 →
➤ Implement required asset depreciation system	Director of Financial Services	2007/2008



Managed Growth

GOAL

Ensure Esquimalt accommodates growth in a manner that is sustainable, while maintaining its small town ambience.

OBJECTIVES

The municipality aims to:

- provide a clear community land use vision
- minimize neighbourhood conflict
- promote sustainable land use practices

PRIORITY ACTIONS

Action	Individual Responsible	Timeframe
➤ Adopt new Official Community Plan (OCP)	Director of Development Services	2007
➤ Amend Zoning Bylaw to reflect OCP	Director of Development Services	2007/2008
➤ Review Secondary Suite Policy and enforcement practices	Director of Development Services	2007
➤ Review infill housing and duplex guidelines	Director of Development Services	2007
➤ Adopt a development protocol	Director of Development Services	2007
➤ Adopt “green building” construction standards	Sustainability Coordinator	2008
➤ Review parking requirements	Director of Development Services	2008



Environmental Protection

GOAL

Protect and improve the health of our natural environment.

OBJECTIVES

The municipality aims to:

- be a regional leader in environmental stewardship
- promote transportation alternatives
- participate in reducing global warming
- participate in reducing resource depletion

PRIORITY ACTIONS

Action	Individual Responsible	Timeframe
➤ Pursue development of the E & N Trail, including safe crossing at Admirals Road	Director of Engineering and Public Works	2007/2008/2009
➤ Pursue development of the Lyall Street Bike Route	Director of Engineering and Public Works	2007/2008
➤ Implement bike lane for Craigflower Road	Director of Engineering and Public Works	2007/2008/2009
➤ Complete sewer system upgrade	Director of Engineering and Public Works	2007/2008/2009
➤ Undertake community energy strategy	Sustainability Coordinator	2008
➤ Consider municipal pesticide use regulations	Director of Parks and Recreation	2007
➤ Improve tree protection practices on private properties	Director of Parks and Recreation	2007
➤ Maintain quantity of Municipal trees throughout Esquimalt	Director of Parks and Recreation	2007
➤ Incorporate LEED (Leadership in energy and environmental design) and storm water re-use requirements in village core project	Sustainability Coordinator	2007
➤ Investigate and adopt Transportation Demand Management Strategies	Sustainability Coordinator	2008
➤ Encourage development proposals that include opportunities to live, work, and play within walking distance	Director of Development Services	2007 →



Environmental Protection

PRIORITY ACTIONS (continued)

Action	Individual Responsible	Timeframe
➤ Develop community environmental protection priority list	Director of Engineering and Public Works	2007
➤ Develop organizational environmental protection priority list	Chief Administrative Officer	2007
➤ Support regional public transportation systems including commuter rail	Mayor and Council	2007 →



Enhanced Quality of Life

GOAL

Provide, encourage and leverage development of facilities, amenities, and programming to enhance the health and quality of life for all residents.

OBJECTIVES

The municipality aims to:

- leverage affordable housing units
- provide facilities and programming for all ages
- provide facilities and programming to promote healthy, active living
- provide diverse, quality parks
- leverage additional commercial and service opportunities
- promote community beauty

PRIORITY ACTIONS

Action	Individual Responsible	Timeframe
➤ Plan/procure Esquimalt Village project	Sustainability Coordinator	2007/2008
➤ Review management practices at Saxe Point Park	Director of Parks and Recreation	2007
➤ Proceed with Gorge Park Improvement Plan	Director of Parks and Recreation	2007/2008/2009
➤ Construct Phase 2 of Macaulay-West Bay Walkway	Director of Engineering and Public Works	2007
➤ Construct 800 Block Esquimalt Road Beautification Project	Director of Engineering and Public Works	2007
➤ Provide community garden opportunity	Director of Parks and Recreation	2008
➤ Create partnerships to develop parks and greenways	Director of Parks and Recreation	2007/2008/2009
➤ Create partnerships with schools to maximize benefit of public facilities	Director of Parks and Recreation	2007
➤ Review diversity of recreational program offerings	Director of Parks and Recreation	2007 →
➤ Review and update Parks and Recreation Strategic Plan	Director of Parks and Recreation	2008



Enhanced Quality of Life

PRIORITY ACTIONS (continued)

Action	Individual Responsible	Timeframe
➤ Adopt and implement recommendations from the Seniors' Strategy	Director of Parks and Recreation	2007/2008
➤ Participate in and initiate viably affordable housing strategies	Mayor and Council	2007 →
➤ Continue "Active Community" Strategy	Director of Parks and Recreation	2007 →
➤ Continue ETAG (Esquimalt Together Against Graffiti) program	Director of Parks and Recreation	2007 →



Regional Participation

GOAL

Ensure Esquimalt is recognized as an integral component of the Capital Region and the community actively participates in the region’s destiny.

OBJECTIVES

The municipality aims to:

- be a leader in regional issues such as sewage treatment, travel management, green space retention, energy consumption, and other sustainability initiatives
- ensure Esquimalt is dealt with fairly in the context of regional issues and programs

PRIORITY ACTIONS

Action	Individual Responsible	Timeframe
➤ Actively participate in sewage treatment discussions and procurement processes	Mayor, Director of Engineering and Public Works and Environmental Advisory Committee	2007/2008
➤ Seek funding from other levels of government for transportation projects involving significant inter-municipal regional travel (e.g. Craigflower Road and Admirals/Colville intersection)	Director of Engineering and Public Works	2007 →
➤ Pursue regional user-pay alternatives for capital improvements to transportation systems and other regional services	Mayor	2007 →
➤ Initiate regional sustainability discussion opportunities	Sustainability Coordinator	2007/2008
➤ Work with Songhees and Esquimalt First Nations to improve understanding of each neighbouring community’s needs	Mayor, Council and Senior Staff	2007 →
➤ Pursue regional transportation authority for Capital Region	Mayor and Council	2007 →
➤ Continue positive, constructive dialogue with DND	Mayor and Council	2007 →



Community Safety

GOAL

Ensure Esquimalt is a safe community in which to live, work and play.

OBJECTIVES

The municipality aims to:

- ensure police and fire services are provided at an acceptable standard and in an economically efficient manner
- ensure traffic regulations provide for safe movement of vehicles, bicycles and pedestrians
- ensure pedestrian routes are complete and accessible

PRIORITY ACTIONS

Action	Individual Responsible	Timeframe
➤ Review the cost effectiveness of the current structure for fire protection	Chief Administrative Officer	2007
➤ Review the scope of roles of the Fire Department	Chief Administrative Officer	2007
➤ Ensure police services are delivered in a proactive manner	Mayor	2007
➤ Improve delivery of bylaw enforcement services	Director of Development Services	2007
➤ Develop a proactive system for reviewing traffic regulations	Director of Engineering and Public Works	2008
➤ Review trip hazards and safety inspection frequency of existing sidewalks	Director of Engineering and Public Works	2007
➤ Identify walking routes with inadequate or no sidewalks and work at remedying gaps	Director of Engineering and Public Works	2008 →
➤ Identify mobility impediments and trip hazards to the disabled, and those with carriages, etc.	Access Awareness Committee	2007/2008
➤ Work with Department of National Defence and other partners to improve the intersection at Admirals/Colville and E & N Rail	Director of Engineering and Public Works	2007/2008
➤ Continue proactive emergency preparedness program	Chief Administrative Officer	2007



Communicative Government

GOAL

Ensure Esquimalt's local government is open and communicative.

OBJECTIVES

The municipality aims to:

- be open in conducting its business
- seek community input into local government issues
- inform the community about local government activities

PRIORITY ACTIONS

Action	Individual Responsible	Timeframe
➤ Develop and implement corporate communication plan	Communications Manager	2007
➤ Hold Council meeting in/for each neighbourhood once each term	Municipal Clerk	2007 →
➤ Produce tri-annual community newsletter	Communications Manager	2007 →
➤ Develop active processes to garner community participation and opinion	Communications Manager	2007 →
➤ Continue practice of open houses for major projects	Chief Administrative Officer	2007 →
➤ Improve website	Communications Manager	2007



This initial strategic plan will provide the foundation for more comprehensive strategic planning in the future. Council expects that this plan will be updated and revised to reflect changing community needs and priorities.

Senior municipal staff and Council will identify progress measures and report on successes with respect to this plan's objectives.

Departmental work plans and regular progress reports provided by senior municipal staff to Council will ensure organizational focus on accomplishing this plan's goals and attaining Esquimalt's community vision.